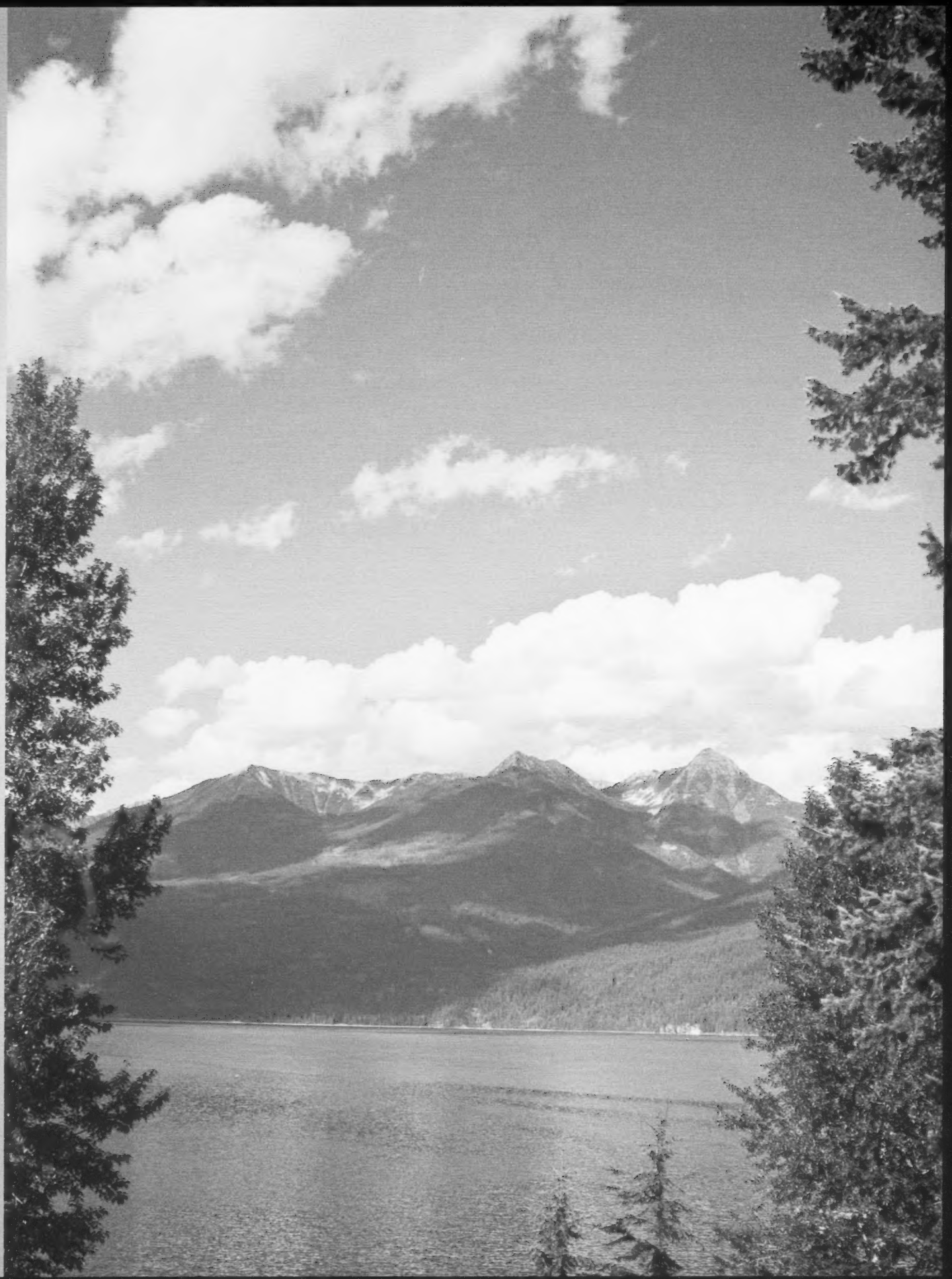
PROVINCE OF BRITISH COLUMBIA

STRATEGIC PLAN

2012/13 – 2014/15

BRITISH COLUMBIA



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THE BC
JOBS PLAN

Letter from the Premier

We are beginning the second year of new leadership for government in British Columbia with a sense of excitement and anticipation about what the future holds for our province.

The Throne Speech, delivered in October 2011, details an ambitious agenda of economic and social initiatives that set the framework for government during 2012/13. Consistent with the government's three key priorities of jobs, families and open government, the Throne Speech includes our commitment to raising the minimum wage, new and innovative legislation across government and expanded efforts to prevent bullying in B.C.'s schools.

My vision for British Columbia is one of economic prosperity in every corner of the province. The plan to achieve that vision is ***Canada Starts Here: The B.C. Jobs Plan***.

Released in September 2011, ***Canada Starts Here*** lays out in detail the work this government is doing to create conditions that support new jobs in every corner of the province. It is built on three pillars:

- Working with employers and communities to enable job creation across British Columbia.
- Strengthening our infrastructure to get our goods and services to market.
- Opening and expanding markets for B.C. products and services, particularly in Asia.

The plan also sets out an extensive set of targets that are now shaping the priorities of ministries across government. It is backed by a serious commitment to education and training to match skills to jobs, and it supports a strong economic foundation, allowing government to continue to provide smart, focused and effective social programs that are fundamental to a strong society.

The jobs plan reflects our commitment to protecting the environment. Our work to support a new industry of liquefied natural gas (LNG) production in British Columbia, for example, is built on British Columbia's leadership on environmental protection and climate change, and clean energy production. Our province will be home to the world's first LNG export facilities that use clean energy.

My government's targets are ambitious – they reflect the aspirations of British Columbians. We know that hard work is required to meet our goals, and we are committed to a relentless focus on economic growth and jobs.

We have seen tremendous results already – from the success of B.C.'s bid to build ships for the federal government, to the expansion of Rio Tinto's operations at Kitimat – the largest private sector investment in B.C.'s history. This is just the beginning.

British Columbia stands as a magnet for global economic investment because we have been disciplined stewards of public money in this province. Our triple-A credit rating and our comparatively low debt-to-GDP ratio are protecting our reputation as a safe harbour for investment. It means we must continue to make smart decisions about how best to spend taxpayer dollars, including in our ongoing negotiations to renew public sector labour contracts. We are committed to a balanced budget in 2013-14 and we look forward to the continued significant benefits that such responsible financial stewardship will produce.

Among those benefits is the confidence of every British Columbian that we will, as a society, continue to support and afford vital social programs like health care, education, children's services and social assistance. Around the world, we are seeing examples of jurisdictions whose

social programs are disintegrating under the weight of massive public debt. These governments are failing their citizens, and they teach us valuable lessons.

One of the many lessons I have drawn from global economic conditions is that the status quo is not an option. Our society is changing at a dynamic pace and government must keep up. When we see evidence that our policies and programs are no longer meeting the needs of citizens, we have not taken the easy route. Instead, we are designing new approaches that address real needs.

We heard from individuals with developmental disabilities that government programs were no longer meeting their needs, and we responded. It meant asking some tough questions of ourselves, but the answers showed there were significant opportunities for government to improve policies and programs. Our plan for Community Living British Columbia (CLBC) represents the best approaches to support the aspirations and needs of individuals with developmental disabilities.

Simply increasing funding levels is not the solution, and we have not hesitated to take a close look at government operations to root out the underlying issues of program deficiencies.

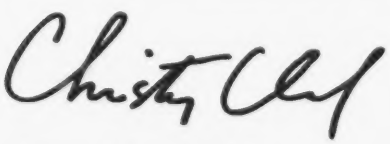
This is clear in our commitment to reform the justice system. British Columbia has one of the fastest-falling crime rates in the country. Compared with 10 years ago, the annual number of new Provincial Court criminal cases in B.C. has dropped by around 13,000, and the length of criminal court cases has remained stable over the past decade.

At the same time, the B.C. government currently spends more than $1 billion each year on the justice system, and we regularly face criticism that the system moves too slowly.

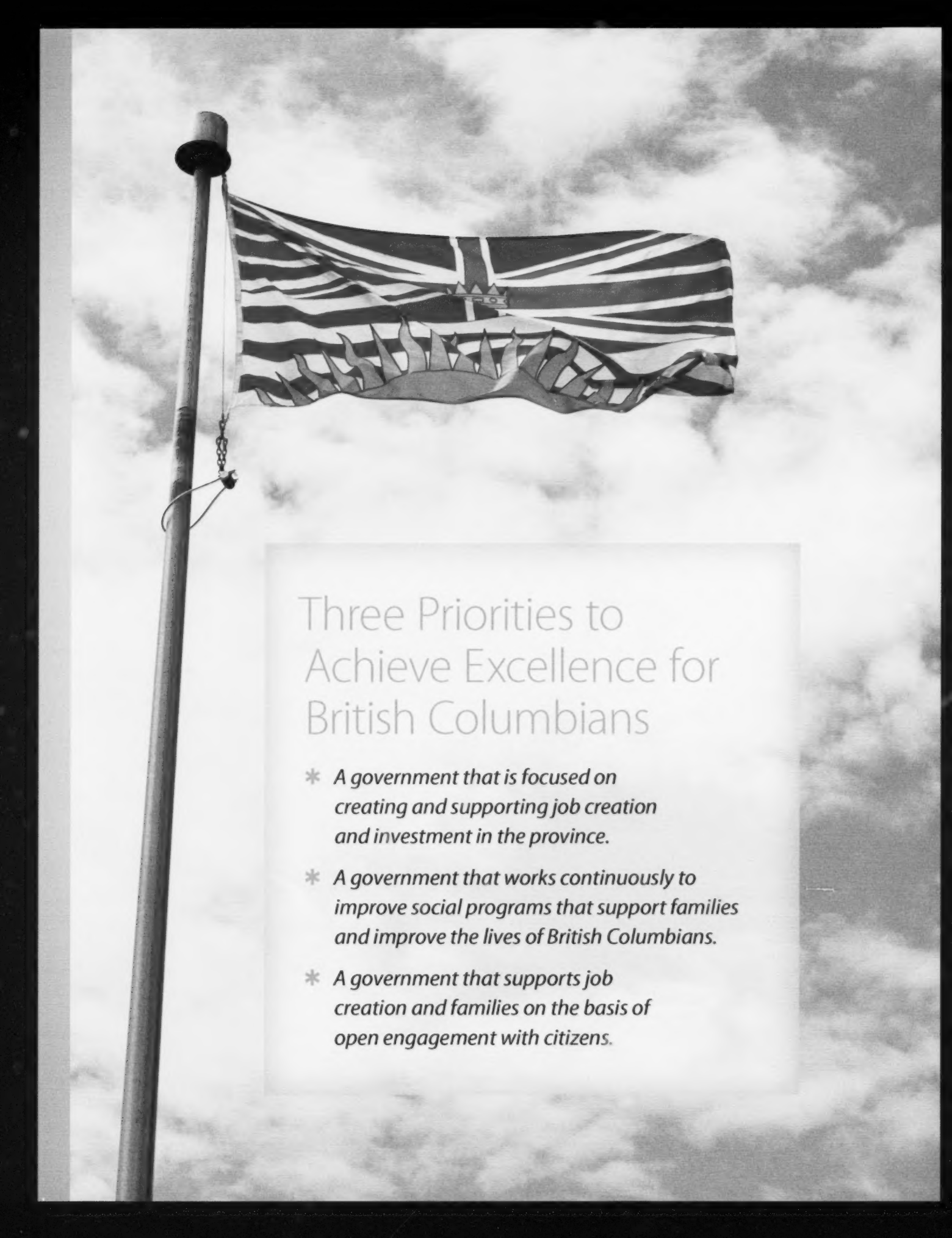
When you look at the facts, it is not possible to accept that we ought to simply increase funding for the justice system. Our approach is innovative and it will spark debate. We are committed to close collaboration with the judiciary through engagement that will produce a more efficient, accessible and affordable system.

Our jobs plan and our social reform agenda demonstrate our commitment to open government and to engagement with British Columbians. The citizens of this province are hard-working and caring people who want jobs to support their families. They want government to foster an environment that supports good jobs, and they want to know that government will be there with appropriate supports when they are needed.

Meeting those aspirations is my commitment as your Premier.



Honourable Christy Clark
Premier of British Columbia



Three Priorities to Achieve Excellence for British Columbians

* *A government that is focused on creating and supporting job creation and investment in the province.*
* *A government that works continuously to improve social programs that support families and improve the lives of British Columbians.*
* *A government that supports job creation and families on the basis of open engagement with citizens.*

Job Creation and Investment

Canada Starts Here: The B.C. Jobs Plan is built on the natural, strategic and financial advantages of British Columbia – our location as Canada's gateway to Asia, our multicultural population, our world-class infrastructure, our strong balance sheet and low-tax environment, our natural resource advantages and our highly skilled labour force.

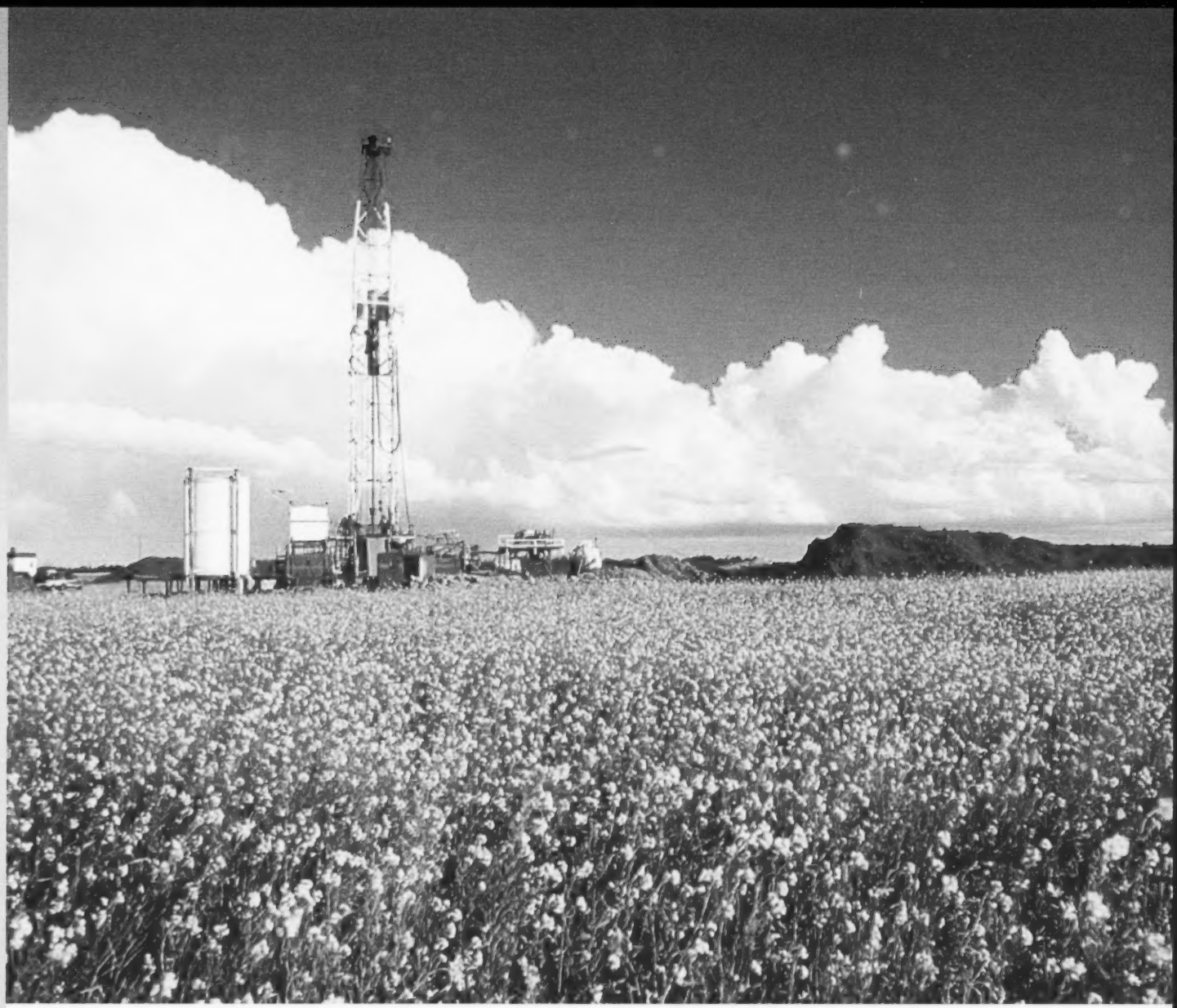
The plan is founded on three pillars:

- Working with employers and communities to enable job creation across British Columbia.
- Strengthening our infrastructure to get our goods to market.
- Expanding markets for B.C. products and services, particularly in Asia.

British Columbia's small businesses are leading the way to prosperity, and government will continue to support small business start-up and growth to establish anchor companies and enhance small business productivity and competitiveness. There are about 392,000 small businesses in B.C., employing over one million people and generating 30 per cent of the province's GDP.

The broad-based and comprehensive approaches developed in ***Canada Starts Here*** will support job growth and investment across the spectrum of economic activity, whether in small and medium-sized business, services or natural resources.

To achieve the goals of the jobs plan, the government is targeting eight areas within the natural resource, knowledge-based and infrastructure sectors that have the most potential to generate sustained economic activity in our province.



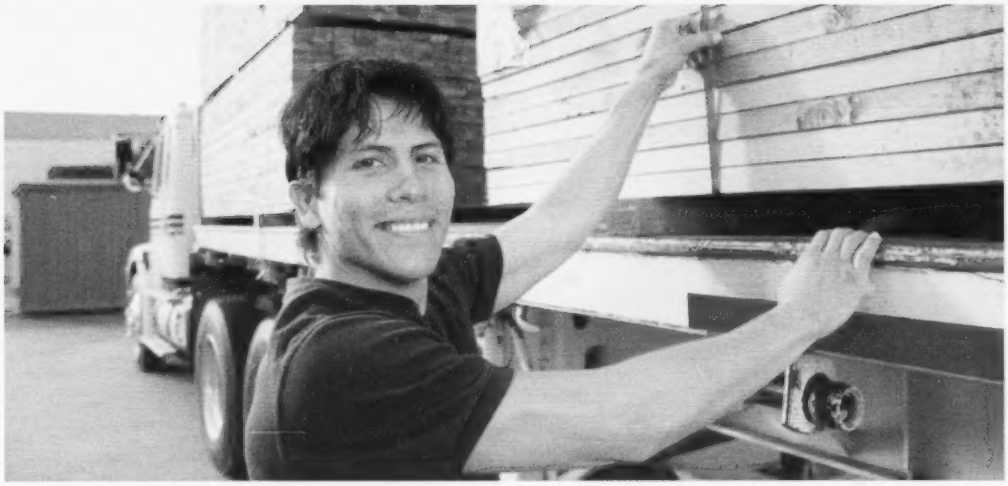
Courtesy of Nexen Inc.

Natural Resource Sectors

Natural resources have always been the backbone of our economy. Today, as Asia undertakes the biggest urbanization in history, natural resources are in demand as never before, creating new opportunities for forestry, mining, natural gas and agrifood exports.

We will support work in each of these areas with dedicated strategies that build on their potential and generate new investment, jobs and growth across B.C.

As part of the commitment of ***Canada Starts Here: The B.C. Jobs Plan***, the government has established ambitious targets for reducing application backlogs for Notices of Work for mining by 80 per cent by August 31, 2012, and reducing the backlogs in Land Act and Water Act authorizations by 50 per cent by December 31, 2012. We will be streamlining our processes, while ensuring that high environmental standards are maintained and our duty to consult with First Nations is met.



FORESTRY British Columbia has almost 60 million hectares of forest, of which less than 0.5 per cent is logged each year. The Ministry of Forests, Lands and Natural Resource Operations is leading development of a forest sector strategy that will ensure a vibrant, globally competitive forest sector that supports jobs in every part of British Columbia.

B.C.'s forest sector started to recover from the worldwide recession in 2010, thanks in large part to the work undertaken to open new markets for our products in Asia.

Since 2003, at the start of the joint provincial-federal-industry market development program in China, exports to that country have risen from $69 million to over $1 billion in 2011. This represents an increase of nearly 1,400 per cent. The Chinese market now accounts for 29 per cent of the value of total lumber exports.

Consistent with the jobs plan, the forestry sector strategy will advance efforts to seek out new market opportunities for lumber products.

The strategy will also account for a changing dynamic of forestry in the province. As the effects of the pine beetle are fully accounted, the ministry is working in an integrated way across government to develop a strategy that will ensure the forest sector remains vibrant and leads the way in job creation in British Columbia.

MINING Mining uses less than one-half of one per cent of the provincial land base and approximately 19,400 hectares of former mines have been reclaimed.

Worldwide demand for coal, metals and industrial minerals has led to higher prices for our resources, and is expected to continue on pace with growth in the new middle class in places like China and India. British Columbia's mining products are essential to the largest urbanization in human history.

As part of ***Canada Starts Here: The B.C. Jobs Plan***, we expect to see eight new mines and nine mine expansions in British Columbia by 2015. This growth is expected to generate revenue of about $1.6 billion per year, while creating 1,800 new jobs and sustaining more than 5,000

direct-mining jobs in the province. We are already seeing results, including the expansion of Huckleberry Mine near Smithers that will create 70 new jobs and protect another 230 jobs for the long term.

The mining strategy will outline how British Columbia will reach our investment goals and support job creation and new economic opportunities, while also protecting the environment and supporting a better quality of life for future generations. It will guide sustainable development in the sector for the next three years.

The Ministry of Energy and Mines is committed to working with natural resource sector agencies, communities, First Nations, industry and environmental organizations to ensure that the continued growth, exploration and development of our mining sector and resources are socially and environmentally responsible.

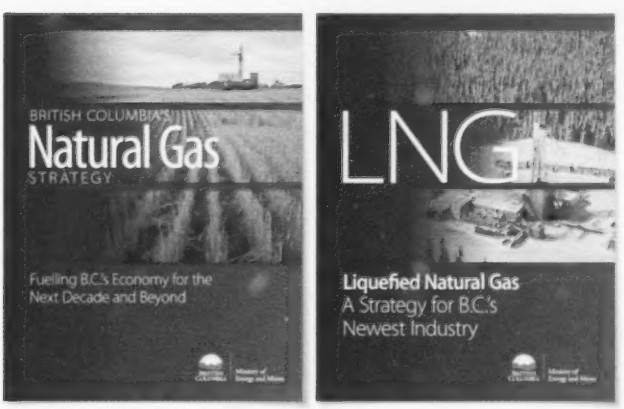
Courtesy of Nexen Inc.

NATURAL GAS On February 3, 2012, the government of British Columbia announced that B.C.'s natural gas strategy is being established on a foundation of four priorities for long-term economic prosperity:

- Greater emphasis on market diversification to increase the value of B.C.'s natural gas.
- Support for job creation, along with industry, educators and communities.
- Continued strong leadership on clean energy and climate change.
- A redefinition of the Province's self-sufficiency policy to ensure B.C. is well-positioned to power expansion.

British Columbia will be home to the world's first LNG export facilities that use clean energy. BC LNG Douglas Channel and Kitimat LNG will access clean energy from the province's existing grid. As new infrastructure is built and the industry expands, future energy needs will be served by clean energy, with B.C.'s natural gas used to support energy reliability if required.

A key goal of this government is to do everything within its ability to keep life affordable for British Columbians. As such, investments in critical infrastructure to power future LNG facilities will be balanced with the need to keep rates affordable for British Columbians. To do this, private sector proponents of LNG are expected to make significant capital contributions towards new infrastructure needed to power LNG operations.



Natural Gas and LNG strategies

The natural gas strategy is the public policy foundation for the development of a new industry in British Columbia. This is a time-limited opportunity that has driven comprehensive policy development. The strategy represents significant work to address every element of this new industry, from effective management of water quality and sustainability, to management of boreal caribou, to engagement with communities to address questions about health, air quality, and local community needs and aspirations. We must be responsive to market needs if we are to emerge as a preferred source of LNG for Asia.

AGRIFOODS British Columbia's agricultural products are widely seen as safe and high-quality – aspects that make them more attractive to foreign markets. Our beef products are safer than ever, thanks to our strict and stringent farm-safety protocols. And many of our food products have a reputation for building health and vitality.

The Province's efforts to help British Columbia's producers access diversified markets are paying off. B.C. exported $2.5 billion of food to more than 135 countries in 2010. The agrifoods strategy will help producers capitalize on B.C.'s strong reputation for providing great-tasting and trusted nutrition, at home and abroad.

At the same time, the strategy will identify opportunities to expand domestic markets. More B.C. products will be found at farmers markets and grocery stores, and the government will work with its counterparts across the country to open new domestic markets to B.C. wines.

In 2011, the B.C. government strengthened legislation and increased funding for the Agricultural Land Commission to evolve into a more sustainable organization. This is a demonstration of our ongoing commitment to preserve farmland through increased land base protection, and will be fundamental to the success of our agrifoods strategy.

Knowledge-Based Sectors

British Columbia is home to a vibrant community of knowledge workers. Our many success stories in the technology industry, our vibrant film industry and our world-leading green tech sector tell us this is an area where focused effort by government can produce even more phenomenal results.

TECHNOLOGY, CLEAN TECH AND GREEN ECONOMY ***The B.C. Jobs Plan*** will ensure our province advance its position as a global leader in climate change and the environment. Advancements in the green economy will be supported in significant ways through our natural gas strategy. We are going even further with the development of a strategy specifically targeted in this area. With Asia growing in leaps and bounds, we have opportunities to offer them clean, efficient energy, waste reduction and health care solutions.

B.C. companies are at the leading edge of new technologies to turn our abundant natural resources into renewable energy. Finding new markets for solar, wind, bio-mass and other technologies can help turn B.C. into a clean-technology powerhouse.

To capitalize on our many unique advantages, B.C. will maintain and improve our globally competitive business tax and regulatory environment.

Access to venture capital is critical to realizing the full benefit of innovation. B.C. is more successful than other Canadian jurisdictions in attracting venture capital. We will continue to support venture capital programming for early-stage companies from angel investors – entrepreneurial investors who fund start-up companies – as well as expansion capital.

TOURISM Tourism benefits our province in many ways, with economic benefits that extend into every region of the province. In 2010, tourism in British Columbia rebounded with stronger growth than the average of all industries in British Columbia. Tourism grew 4.3 per cent in 2010, generating nearly $6.5 billion of GDP and employing 127,000 British Columbians.

On October 25, 2011, the Premier introduced a new strategy for the tourism sector called *Gaining the Edge*. A wide range of industry and government stakeholders helped to develop this five-year strategy, designed to increase visitor volume, revenue and employment. The target is to achieve sector revenue of $18 billion by 2016.

This growth will be achieved through action in four key areas:

1. Leadership through partnership and co-ordination.
2. Focused marketing.
3. World-class visitor experiences.
4. Removing barriers to growth.

This strategy is building upon B.C.'s position as one of North America's preferred tourism destinations for domestic and international visitors, and targeting those countries with emerging middle classes like China and India.

Tourism Strategy

Infrastructure Sectors

In British Columbia today, the government is overseeing the largest expansion of transportation infrastructure in the province's history. New jobs and markets await our busy natural gas communities in the Northeast, the result of focused investments in resource roads. In the Lower Mainland, when the new Port Mann bridge opens to traffic, it will cut travel time for commuters and commercial traffic. Construction of the Evergreen Line will begin late this summer, creating 8,000 new direct and indirect jobs. Work continues on the new 40-kilometre South Fraser Perimeter Road.

We are also increasing capacity to fill an anticipated one million job openings by 2020. Ensuring British Columbians have access to training to benefit from these opportunities is critical, and has formed part of the focus of ***Canada Starts Here: The B.C. Jobs Plan***.

TRANSPORTATION: PORTS, MARINE AND AEROSPACE Canada is a Pacific Rim country and British Columbia is uniquely positioned through its geography, demographics and resources to figure prominently in a globally integrated marketplace and take advantage of the growing demand for trade in Asia.

Container traffic volumes will continue to grow as supply chains throughout the world are becoming more sophisticated and responsive to customer needs. Rural economies continue to diversify and will rely on a range of infrastructure improvements to facilitate this growth.

In 2011, the number of loaded containers shipped out through Prince Rupert was up 59 per cent from 2010, with much of the growth attributed to strong exports of B.C. forest products to the expanding Chinese market. Also in 2011, 19.3 million tonnes of cargo moved through the port, an increase of 18 per cent over 2010. The total coal tonnage shipped from Ridley Terminals Inc. (RTI) to Korea, China and Japan was up 16 per cent over 2010. Grain exports, principally to China, increased 17 per cent, from 4.29 million tonnes in 2010 to five million tonnes in 2011. This growth supported 80 new jobs.

Port Metro Vancouver (PMV) also experienced an excellent year in 2011. More than 122 million tonnes of cargo passed through PMV's terminals, up by five million tonnes over 2010 levels. More than eight million tonnes of forest products were shipped through the port last year, up by nearly three million tonnes or 56 per cent compared with 2010. PMV handled 4.2 million tonnes of lumber in 2011, up by 25 per cent or 800 million tonnes compared with 2010 – reinforcing the strong Asian demand for our finished lumber products.

Currently, eight carriers at the Vancouver International Airport offer flights to and from destinations in Asia – Air Canada, China Eastern, Air China, Cathay Pacific, All Nippon, Asiana Air, Korean Air and Japan Airlines. The Vancouver International Airport offers more weekly flight frequencies to China than any other airport in North America. In 2011, nearly 2.4 million passengers enplaned and deplaned in Vancouver from flights to and from destinations in the Asia-Pacific.

Canada Starts Here commits the government to expanding the capacity of our infrastructure now, so that we can manage even higher volumes safely and efficiently when the current economic turbulence subsides.

Building the South Fraser Perimeter Road

Approximately 40 kilometres long, the South Fraser Perimeter Road (SFPR) is a new four-lane, 80 km/h route along the south side of the Fraser River. It runs from the southwest Delta to 176th Street (Hwy 15) in Surrey, with connections to Highways 1, 15, 17, 91, 99, and Translink's Golden Ears Bridge.

The route will take a significant step towards improving Metro Vancouver's major road network. It will benefit commuters, the trucking industry and tourists by connecting primary gateway facilities as well as facilitating access to borders, the Tsawwassen ferry terminal and the B.C. interior.

SFPR will offer goods movers an efficient transportation corridor, while restoring municipal roads as community connectors by reducing truck and other traffic on municipal road networks in Delta and Surrey. And, it will improve quality of life for residents and local businesses.

The new strategy for transportation infrastructure will be a comprehensive update of the coordinated and collaborative approach to government and private sector investment to develop and expand B.C. ports, airports, roads and Canadian railways. It is critical to getting goods to market and will be a fundamental enabler of growth, supporting a number of the actions set out in ***Canada Starts Here***.

British Columbia is also working with the federal government to ensure our companies can access a greater share of federal aerospace research and procurement funds. One example of this is the implementation of the skills training credit, by the B.C. government, that helped win the largest shipbuilding contract in B.C. history.

EDUCATION By 2020, B.C. is projected to have more than one million job openings, 78 per cent of which will require some form of post-secondary education. British Columbia's population will only provide workers for about two-thirds of those opportunities, and only 68 per cent of B.C.'s workforce currently possess the level of education required for these positions. As the jobs plan accelerates job creation, these gaps will be addressed.

Government is taking a leadership role to invest in skills development for British Columbians and to attract and retain new workers by establishing British Columbia as a destination of choice to live, study and work for people from across Canada and around the world. This includes work on a strategy to increase student transitions from K-12 into post-secondary education. It includes input from regional workforce tables to better define the challenges and identify solutions.

At the same time that we work domestically to provide for future opportunities for British Columbians, our efforts to increase international educational can be a "social gateway" that enables the creation of new relationships between British Columbians and the rest of the world.

B.C.'s education system is among the world's best and, while we've always counted on it to prepare children and youth for the future, we can do better to tap its potential to support our economic growth. With rapid economic expansion in Asia-Pacific countries, more parents than ever before want their children to receive an English-language education.

Many of these students will stay and build careers in British Columbia, helping to offset the impacts of our aging population and ensuring employers have access to a highly skilled workforce.

More than 90,000 international students came to British Columbia to study in our Kindergarten-to-Grade 12, post-secondary and Language Canada schools. In 2010, international students spent more than $1.8 billion in B.C., supporting 22,000 jobs and generating $70 million in government revenue. By 2025, global demand for international education is predicted to more than double.

A focused strategy in this area will build on the success already demonstrated by British Columbia's institutions to aggressively build long-term relationships in China, India and other emerging countries with the aim of growing our international student presence by 50 per cent over the next four years. This will mean an additional 47,000 students living, studying and contributing in British Columbia. The strategy will be built on five priorities:

1. Promote international education in key target markets.
2. Leverage Canada Brand to brand BC with quality as the lead attribute.
3. Ensure government policies and actions are consistent and supportive.
4. Enhance performance through partnership and collaboration.
5. Provide international students with the services, support and information they need to have a positive, successful experience in British Columbia.

B.C.'s Immigration Task Force

On December 8, 2011 Premier Christy Clark announced the creation of the B.C. Immigration Task Force to review key government programs with the goal of increasing the number of skilled immigrants and investors in British Columbia. Over the next decade, British Columbia forecasts approximately one million job openings, one-third of which are expected to be filled by immigrants. ***Canada Starts Here: The B.C. Jobs Plan*** will promote economic development in key sectors, further intensifying labour market needs.

The task force is examining the current system of economic immigration to Canada and B.C., focusing on the following programs:

* the B.C. Provincial Nominee Program (PNP)
* Federal Skilled Worker Program (FSWP)
* Canadian Experience Class (CEC)
* Federal Immigrant Investor Program (FIIP)

The 10-member task force is comprised of business and community leaders who will make recommendations about how to increase the number of skilled immigrants and investors in British Columbia. They are engaging with employers, industry and sector associations and other relevant groups across the province.

Supporting Families and Improving the Lives of British Columbians

Our consistent focus on job creation is the fundamental expression of a government that puts families at the forefront of decision-making. This means getting to the heart of what families need from their government.

The government continues to provide record levels of funding to the health-care system in British Columbia, and by 2013/14 the health budget will have increased by more than 100 per cent since 2000/01.

Total ministry spending will rise to more than $15.5 billion in 2011/12, compared to $8.3 billion in 2000/01. Total ministry spending is expected to rise to $16.8 billion by 2013/14 – up $8.5 billion.

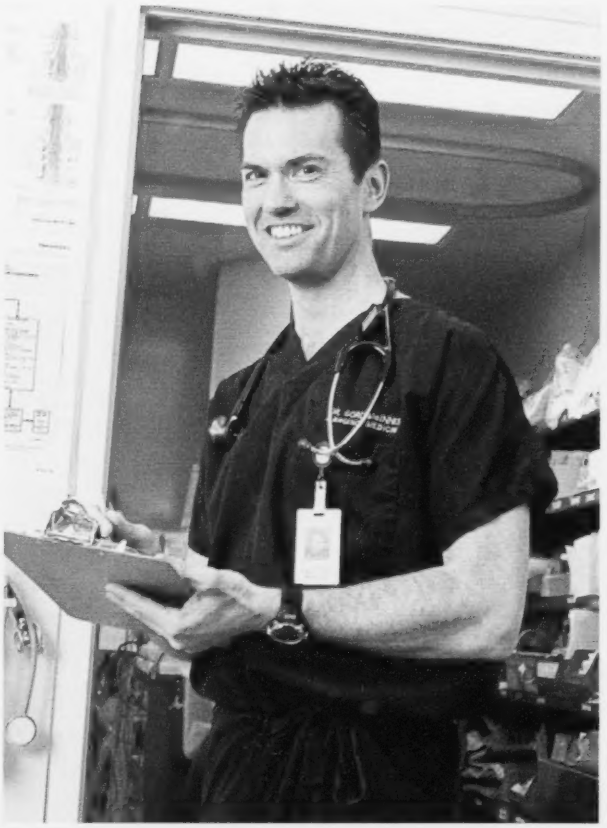
Even in tough economic times, we have honoured our commitment to protect health care with an additional $1.1 billion over the next two years.

Despite record funding, the growing costs of technology and drugs and the pressure of a growing and aging population require us to constantly drive every available dollar for direct-patient care to ensure a sustainable health care system.

Building on innovations and efficiencies piloted over the past couple of years, government will be taking action this year on a number of fronts to ensure we have the highest-quality and most cost-effective health-care system in Canada.

For example, chronic disease treatment and complications cost the Province billions of dollars each year. We will look for new ways to support people of all ages in staying healthy and provide British Columbians with new opportunities to take ownership of their health.

In the coming months and years we will build on our existing healthy living programs and tackle some of the key issues behind rising chronic diseases rates.



Over the next three years, the province's health care system will benefit from a further $2 billion in capital services, including:

- New patient care towers at both Vernon Jubilee Hospital and Kelowna General Hospital, at a cost of $433 million.
- $298 million for the Fort St. John Hospital Replacement.
- A new BC Cancer Agency Centre for the North, part of the Province's $106-million Northern Cancer Control Strategy.
- $512 million for a new emergency department and critical care tower at Surrey Memorial Hospital.
- $448 million for the Interior Heart and Surgical Centre in Kelowna.

Investing in the health and well-being of families is essential to the future growth and success of the province. The government is strengthening families through priority actions to improve outcomes for the diversity of families in this province, whatever their size, location or circumstances.

INNOVATION IN B.C.'S HEALTH CARE SYSTEM As the population of British Columbia grows and ages, and as medical technology and pharmaceuticals advance, it is necessary to look at innovation to ensure the sustainability of our public health care system.

In British Columbia we are beginning to see the results of our innovation agenda, improving access to patient care through our patient-focused funding and lean strategies, as well as

addressing health prevention issues such as chronic disease – such as diabetes, heart disease, stroke and cancer – through our Healthy Families BC agenda:

- Patient-focused funding has improved wait times and access to care for more than 100,000 B.C. patients and their families in the first year of the program.
- "Lean" projects, which re-evaluate everyday hospital processes to make them more efficient and improve patient care – in Vancouver Island Health Authority, acute care bed days have been reduced from 7.4 to 3.9 days for patients designated to move from the Nanaimo Regional General Hospital to a residential care facility with rehabilitation services.
- Healthy Families BC is reducing chronic diseases and obesity levels by making the healthier choice the easier choice – in just the first three months of B.C's smoking cessation program, over 63,000 smokers have called 811 for free access to nicotine replacement therapies .

Because of the success of these pilots, we are expanding patient-focused funding across the province, committing up to $250 million in 2011 and 2012, to provide quicker emergency department care, reduce surgery wait times and increase the number of same-day surgical procedures. The ministry and the BC Health Services Purchasing Organization are developing plans to continue patient-focused funding for 2012/13.

We are also looking at ways to harness health authorities' purchasing power – by combining buying power through Health Shared Services, health authorities have improved the cost effectiveness of their services, resulting in nearly $200 million in savings in the first five years.

The Centre for Surgical Innovation (CSI) at UBC Hospital was launched in 2006 to help clear backlogs of patients using a specialized hip and knee surgery unit – as a result, since 2001 we have done 124 per cent more knee replacements and 62 per cent more hip replacements. The role of CSI is evolving under the patient-focused funding initiative.

The Distal Extremities Surgical Project at St. Paul's is lowering referral waits and increasing the number of distal orthopedic surgeries. It also has helped physicians see an additional 3,700 new referral patients per year.

Supporting Families

Government's work to support families is being advanced around four broad themes:

1. **Excellent Health**

   Improving the overall well-being of B.C. families, including physical and mental health, is fundamental to our success. Government is committed to creating opportunities for better health and quality of living, while supporting services that help families get the most effective support needed.

2. **Child and Youth Development and Lifelong Learning**

   Improving outcomes for children and youth requires opportunities to maximize development and learning. The Province is committed to supporting lifelong learning – from early childhood through to adulthood – and creating new models of learning and support that meet the changing needs of families.

3. **Preparing for Aging Families**

   B.C.'s population is older than the Canadian average and increasing rapidly. Caring for seniors is becoming a bigger challenge for B.C. families. Developing new models of care that meet the changing needs of families throughout their lifespan is a priority for this government.

4. **Safer Communities**

   Families want and deserve to live in safe communities free from violence and crime. Government is committed to measures and programs that reduce violence, restore trust, and build community connections so that families can live in safe, secure neighborhoods.

Our government is committed to excellence in social programming that meets the needs of the vulnerable among us.

While cross-government efforts are underway to improve health, social and economic outcomes for Aboriginal people in B.C., significant change has not yet been realized. This slow progress, as well as the evidence that Aboriginal people are disproportionately represented in government care and in the justice system, indicates that the current system is not working effectively for Aboriginal people. The Province is committed to working with Aboriginal communities and leadership to achieve better education and job training, healthier families, improved outcomes, and strengthened culture and traditions.

Immigration currently fuels our province's population growth and is essential for meeting anticipated labour market demands. Government is committed to ensuring that immigrant families can participate in all aspects of society, and will work with others to promote multiculturalism and provide access to culturally appropriate programs, services and supports.

Non-profits, community groups, and the private sector form the bedrock of our communities by understanding local needs and creatively delivering services. The B.C. government is committed to empowering families and stakeholders to be active participants – co-creators and co-producers – of policies and programs that affect them.

Government's focus on supporting families and improving the lives of British Columbians is driving a social reform agenda that modernizes government's approach by putting people, not process, first. This means delivering services in a respectful, compassionate and culturally-sensitive way – services that meet the needs of families and make a positive difference in their lives.

CanAssist client Luke Melchior demonstrates new communication technology for B.C. Premier Christy Clark.

Premier Clark announced a $3.5-million grant to help create exciting new technologies that will help seniors and people with disabilities connect to their families, communities and care providers.

Our social reform agenda drove the changes recently introduced for Community Living British Columbia (CLBC) and more broadly to government in the services provided for individuals with developmental disabilities.

Government had faced considerable criticism from individuals who receive services from CLBC. CLBC was accused of having lost its way, and individuals with developmental disabilities felt under-served and ignored. Furthermore, a perception had developed that there was a significant wait-list of individuals requiring new or more services.

An extensive review was undertaken of delivery services options in order to better understand the concerns of individuals, how to meet their needs, how our support system compares with other jurisdictions and whether funds were being well and smartly spent by government and CLBC.

The results of this review demonstrated that the agency was using poor data to assess demand for services, and that the aspirations and expectations of individuals had changed fundamentally without corresponding change in programs or service delivery by government. The review provided a road map to better match real client needs with services that can make a difference to them and their families.

As part of our social reform agenda, we are also embarking on the most significant justice reform in a generation. We know that B.C.'s crime rate is one of the fastest-falling crime rates in the country. Compared with what it was 10 years ago, the annual number of new Provincial Court criminal cases in B.C. has dropped by around 13,000. The length of criminal court cases has remained stable over the past 10 years.

Detailed analysis has shown that the system is adequately funded by government.

We have a responsibility to dig deeper into these issues, led by the evidence and by our desire to work closely with the judiciary, to find solutions that increase the accountability of everyone involved in the administration of justice and to make the system more transparent and accessible for citizens. This will be further informed by upcoming, extensive engagement with citizens as we design a new policing strategy for British Columbia. Together, these efforts will contribute to improved safety and security of communities across British Columbia.

We are also targeting efforts to improve health and social supports for seniors in British Columbia. We know from input by the Provincial Ombudsperson and from our own ongoing engagement with seniors that it is time for their system of supports to change in response to changing needs. We have a comprehensive and responsive system of supports for seniors but we must and we can do better.

Society's needs are constantly changing, and at a heady pace. Our government is committed to adapting to those changes in ways that are smart and effective, and represent the best use of taxpayers' dollars.

A Plan for B.C.'s Seniors

Improving the Care of B.C. Seniors: An Action Plan supports healthy aging to improve the quality of life for B.C. seniors to help them remain independent for as long as possible.

Health authorities in British Columbia will spend more than $2.5 billion on home and community care this year for seniors – an increase of 60 per cent from 2001. We are seizing the opportunity to lead the country in meeting the challenge of responding to the needs of our aging population by ensuring a fair, equitable system that is clear, helpful and beneficial for seniors.

The Province is providing $15 million to the United Way of the Lower Mainland to expand the availability of non-medical home support services in up to 65 communities across B.C. over the next three years. This will build on five pilots already underway that offer seniors access to a range of support services, such as transportation, housekeeping, home repair, yard maintenance, friendly visiting and information and referral.

Other actions include:

* Ensuring concerns and complaints are responded to and resolved in a timely manner through the establishment of the Office of the Seniors' Advocate by spring 2013, and a toll-free phone line for seniors and families to launch June 2012.
* Improved access to information for seniors and their families so they can make better care choices.
* Piloting a new risk-assessment tool for residential facilities to provide a more accurate indication of potential risks to quality and safety, as well as establishing enforcement processes that ensure compliance.
* Prevention and protection for seniors from abuse and neglect.
* Protection and safety of seniors through the development of a provincial elder abuse prevention, identification and response plan.

Open Government

Canada Starts Here: The B.C. Jobs Plan ***is a major focus of government engagement.***

Our work to design a justice-reform agenda, our commitment to engagement on a policing strategy for British Columbia, our engagement with seniors in order to improve their supports, and our ongoing interaction with British Columbians as we implement the jobs plan are just a few examples of this government's commitment to open engagement with citizens.

The Auditor General for Local Government is a key open government commitment. It will strengthen local government accountability and ensure B.C. families receive the best possible return on investment for their taxpayer dollars. And, it will help local governments find efficiencies and improve program effectiveness.

Open government is about the information we share, the spirit in which we share it, and the opportunities people have to participate in decisions that make a difference in their lives. Public engagement enhances our government's effectiveness and improves the quality of our decisions.

We are empowering the public – through greater openness and new technologies – to influence the decisions that affect their lives. We are using web platforms, open line radio and telephone town halls in order to connect with British Columbians throughout the Province. For example, British Columbia became the first province in the country to create a site like DataBC – a catalogue of close to 2,700 sets of data (and growing daily) that are free, searchable and available for anyone to use.

Our government is investing in every B.C. student with record funding levels for education and a new education plan to help students realize their full potential and meet the challenges of the future. Despite declining enrolment, the education budget has increased every single year. And we have launched the BC Education Plan to build on the many strengths of our existing system while modernizing education so it can adapt and respond to students' changing needs.

British Columbia's Education Plan

Most people agree that British Columbia's education system is a good one. Teachers are skilled, facilities are sound and students succeed.

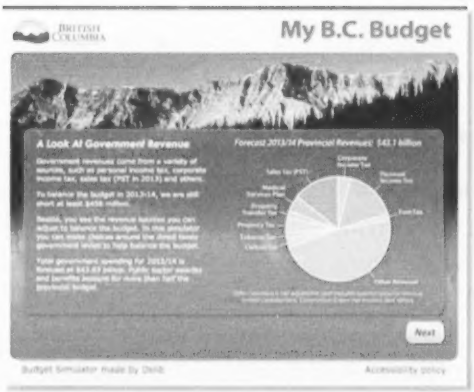
Yet an education system designed in the very different circumstances of an earlier century can't possibly always meet the challenges students face – both now and in the future. In the social, economic and technological environment of the past, change was much more gradual that it is today. Many of the opportunities and jobs we're preparing our students for do not even exist today. So while we enjoy a strong and stable system, we need a more nimble and flexible one that can adapt more quickly to better meet the needs of 21st century learners.

B.C.'s Education Plan will build on the strengths of our existing system while moving to adaptable education for the world of today and tomorrow. New legislation will be required for some of these changes, while others can be made through collaboration and engagement with all education partners.

The government approaches citizens on the basis that they know best what they and their families need to flourish in this province. Needs can change with time and circumstances, and government is equally open-minded to our own need to adapt.

We are best informed of needs and of the need to adapt by citizens themselves, and we are designing specific engagement opportunities as well as an open approach on the basis that citizens want to provide the genuine input required to help us get it right.

Another aspect of our open-government agenda is the change in our approach to governing by focusing our web services on the end user, and by making government data and information more freely available. Sharing information and data enables citizens to participate in decisions that affect their lives.



We launched the B.C. Budget Calculator to engage British Columbians and get their ideas.

Enabling citizens to connect through technology is also a priority. We are increasing the level of Internet and cellular access throughout the province so that communities across British Columbia can experience first-hand the benefits of improved connectivity.

Our offer to engage is genuine, and relies on authentic input. We believe that for government and for citizens, it will be effort that reaps great rewards.

Justice Reform Initiative

B.C. has launched a reform initiative to address the province's justice system and identify actions that government, the judiciary, the legal profession, police and others can take to give British Columbians more timely and effective justice services.

The initiative will include consultation to identify the top issues that are affecting the public's access to timely justice, and what can be done to ensure the efficiencies already underway have the desired effects, while respecting the independence of the judicial system.

The government is also implementing a suite of measures that will achieve significant efficiencies, including a new Family Law Act, an integrated planning secretariat across the ministries, a justice-system-wide business intelligence project and engagement with British Columbians on the development of a new policing strategy.

Work will also be advanced on the proactive release of new justice system data in the public domain.

Outcome Measures

Government will measure its success in implementing ***Canada Starts Here: The B.C. Jobs Plan***, through measurement against the targets included in the plan:

Fiscal and Economic

- Top 2 GDP growth in Canada by 2015
- Top 2 in new job growth in Canada by 2015

International Education

- Increase the number of international students in British Columbia by 50 per cent over the next four years
- Strict new quality-assurance system in place by 2012

Energy and Mines

By 2015, in concert with the private sector, B.C. will see:

- Eight new mines in operation
- Nine upgrades and expansions to currently-operating mines
- At least one LNG pipeline and terminal in operation in Kitimat by 2015, and three in operation by 2020
- Mining permit (Notices of Work) backlog reduced by 80 per cent by August 31, 2012
- Water and Land Act permit backlog reduction of 50 per cent by December 31, 2012

Transportation

- Deltaport and Ridley Island terminal upgrades completed and operational by 2014
- Border technology and information systems in place by March 31, 2010

Aviation

- YVR to attract one new international carrier per year for the next two years to further develop trade and tourism between B.C. and the Asia-Pacific

Aboriginal Relations

- 10 new, non-treaty agreements in place with B.C. First Nations by 2015, to improve economic certainty

Tax and Regulation

- Small Business Venture Capital Program tax credit enhanced by 2012
- Extension of the Apprentice Training Tax Credit program for an additional three years
- Business tax competitiveness review
- Commitment to net zero regulatory gain through 2015
- Regulatory Reporting Act enacted in 2012

AgriFoods

- Report on the greenhouse industry completed and released

The B.C. government is working with the new Jobs and Investment Board, the new Aboriginal Business and Investment Council, industry and other stakeholders to review and set additional targets that will measure our progress on ***Canada Starts Here: The B.C. Jobs Plan***.

THE BC
JOBS PLAN